



1



2

**Adaptive Leadership**

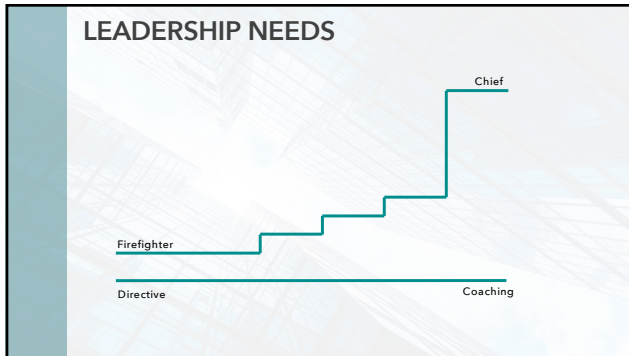
Style	Coercive	Affiliative	Democratic	Pacesetting	Coaching
MO	Demands compliance	Creates harmony	Builds consensus	Sets high standards	Develops people
Says:	Do what I tell you	Let's be friends	Let's vote on it	Do as I do	How can we solve this?

3

**Adaptive Leadership**

Style	Coercive	Affiliative	Democratic	Pacesetting	Coaching
MO	Demands compliance	Creates harmony	Builds consensus	Sets high standards	Develops people
When to Use	In a crisis With a brand-new team	Heal rifts in a team Help people during times of high stress	For tactical decisions that involve whole team (process, scheduling, etc.)	To get quick results from highly motivated teammates	To improve individual and team performance

4



5

“  
*Before you are a leader, success is all about growing yourself. When you become a leader, success is all about growing others.*

Jack Welch  
Businessperson, author,  
former CEO of GE

.....inspiring excellence

6

- ### Today's Topics
- Accelerating learning with a coaching approach
    - What it is...
    - What it's not...
    - Why it matters...
  - Applications
  - Coaching ourselves as leaders

7

DEFINITION

**Coaching (noun)**

Coaching is unlocking a person's potential to maximize their own performance.

~International Coach Federation

NORTH STAR CONSULTING, INC.

8



**Demonstrated Impact**

1. Talent attraction
2. Retention
3. Succession planning
4. Faster and better decision-making
5. Higher degree of ownership (linked to engagement)


NORTH STAR CONSULTING, INC.

9

Coaching through observation and feedback

10


**The Power of Observation**



11

The quintessential "F" word


12



Feedback is.....?

NORTH STAR CONSULTING, INC.

13



Feedback is.....!

NORTH STAR CONSULTING, INC.

14



**Discouraging Feedback**


Do you have any questions?

What do you think of the plan?

Does this sound like it would work?

..... inspiring excellence

15



**Encouraging Feedback**

What questions do you have?

What are some things I've missed?

What are three ways this could fail?

..... inspiring excellence

16

**If you want to get in the excellence business, here is some language to try**

Instead of	Try
Can I give you some feedback?	Here's my reaction.
Good job!	Here are three things you did that really worked for me... What were you thinking about when you did them?
You need to improve your communication skills.	Here's where I got lost.
You lack strategic thinking.	I'm struggling to understand your plan.
You should do x (in response to a request for advice).	What's the biggest challenge for you here? What have you done in the past that's worked in a similar situation?

17



18

# Top 3

Factors Driving Engagement

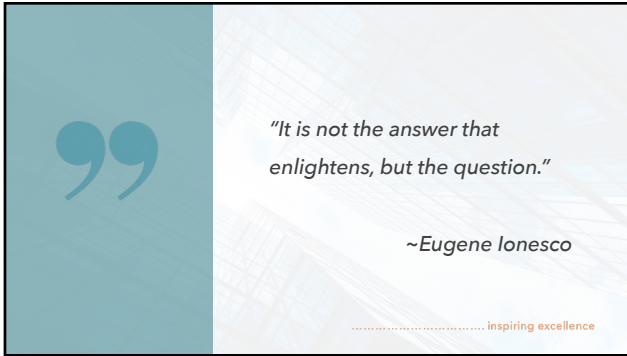
1. Competency and the ability to measure our own performance
2. Relatedness - to know and be known - especially by our boss
3. Contribution - to have impact

Gallup ..... inspiring excellence

19

## The power of questions

20



“It is not the answer that enlightens, but the question.”

~Eugene Ionesco

..... Inspiring excellence


21



What effect do questions have on our brain?

22

22

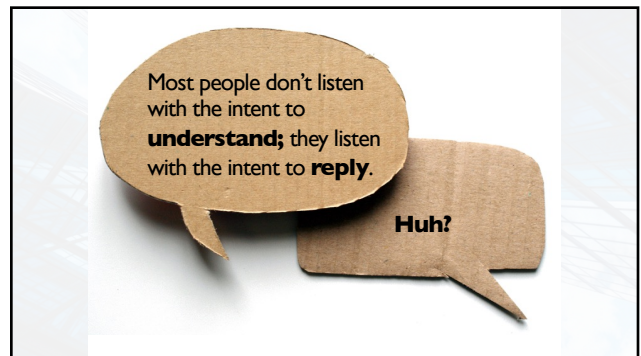


**A COACHING APPROACH**

1. What are we aiming for; what's the outcome we want? (Or - here is what success looks like.)
2. Where are you in relation to the target?
3. What do you need to resolve in order to hit the mark?
4. What are the steps in the process?
5. Where should you start?
6. When will you take that step?
7. What support do you need?

..... Inspiring excellence

23




Most people don't listen with the intent to **understand**; they listen with the intent to **reply**.

Huh?

24

### Observation + Question Model for Correction

- Begin with the standard or expectation
- Describe the performance gap
- Explain the significance of the gap
- Ask your employee what they will do to bridge the gap? By when?
- Set a date to review progress



North Star Consulting

25

### Coaching ourselves

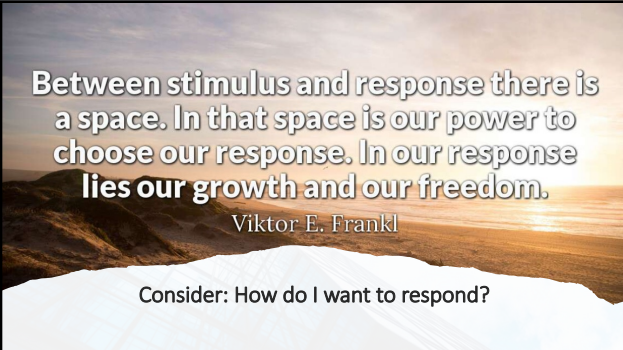
---

26

**Between stimulus and response there is a space. In that space is our power to choose our response. In our response lies our growth and our freedom.**

Viktor E. Frankl


Consider: How do I want to respond?



27

### Leveraging the 'space'

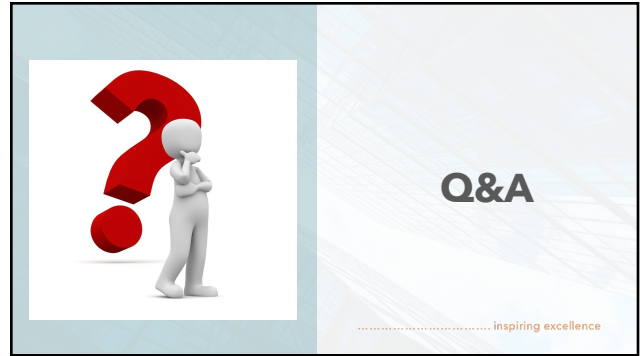
- What's in the best interest of the department/city/community?
- What would make us better?
- If I do/say this, what will the impact be? Does it move us forward? Backward? Keep us stuck?
- What's the most impactful thing I could do right now?



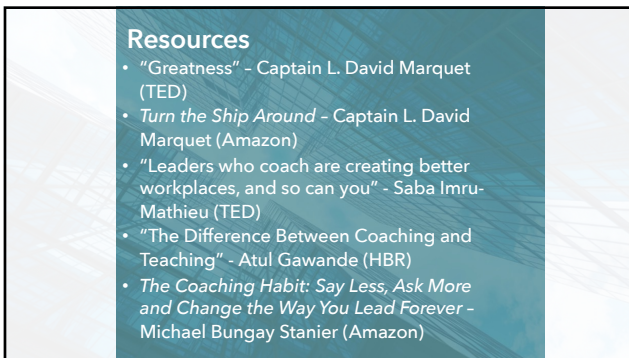
28



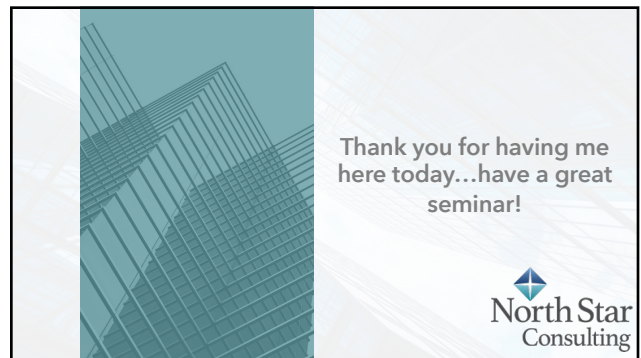
29



30



31



32